

State of Maine  
Department of Defense, Veterans and Emergency Management  
**Maine Emergency Management Agency**

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**GUIDELINES for  
LOCAL EMERGENCY  
MANAGEMENT  
DIRECTORS**



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**NOVEMBER 1998**

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FOR  
LOCAL EMERGENCY MANAGEMENT  
DIRECTORS**

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**State of Maine  
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Maine Emergency Management Agency  
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## INTRODUCTION

The purpose of this guidebook is to help acquaint you, the appointed Emergency Management Agency (EMA) Director for your community, with the duties of your job. This guide will also familiarize you with the expectations that others have of you. We hope that you will find this guidebook helpful, and that it improves your ability to coordinate your community's emergency response.

This guidance will also help you coordinate the development of written procedures that will be collectively produced and agreed to by all the emergency response groups which serve the town. These written procedures will form the nucleus of the community's emergency operations plan (EOP). This plan, when used in conjunction with other communities' plans, will lead to a more effective system of protecting our citizens from the many hazards that adversely affect our State.

After reading this guidebook, please contact your County Emergency Management Director with questions or for further details as to how you might improve your community's ability to respond to disasters.

When you leave office, this guidebook should be passed on to the new Director.



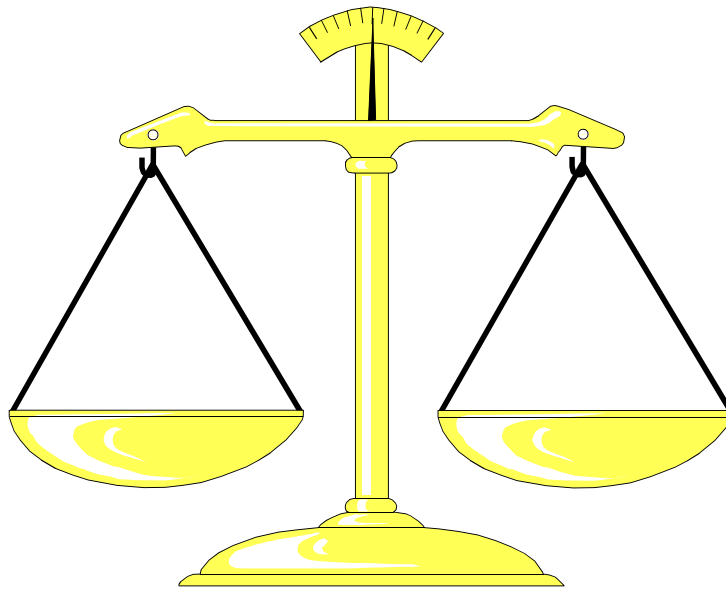
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## 1. LEGAL AUTHORITY FOR EMERGENCY MANAGEMENT

Authority for emergency management in Maine comes from the Maine Civil Emergency Preparedness Act (Title 37-B, MRSA Chapter 13). The law addresses the requirements of local Emergency Management programs. Directors should have a working knowledge of the laws and other documents listed in this handbook under References and Authorities (See Appendices F and G). The EMA Director is appointed by and responsible to the governing body of the community.

Emergency Management activities in the state are coordinated by the Director of the Maine Emergency Management Agency (MEMA). The MEMA Director is responsible for assessing the effectiveness of each local EMA program. (Title 37B § 704)

A listing of applicable laws can be found as Appendix G at the back of this handbook.







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## 2. EMERGENCY MANAGEMENT AGENCY ORGANIZATION

Emergency Management Agency organizations vary widely depending on hazards, population, geographic size of the jurisdiction, and available funding. Emergency management responsibilities are shared by all levels of government. Local government is the front line of the emergency management organization.

The EMA organization is not a replacement for the police, fire, ambulance, Red Cross, or other community emergency response groups. Emergency Management is a system for coordinating and managing emergency response when more than one department is responding to a community threat. The Emergency Management Agency **coordinates** local response and recovery in an emergency.

In Maine, the County Emergency Management Agency coordinates emergency response when a disaster extends beyond the normal mutual aid boundaries of the community, or when several communities are involved. Most County EMA's are equipped with telephone and computer modem (E-mail and bulletin board) systems, the National Warning System (NAWAS), and the state EMA radio network. The County EMA is your link with State agencies, and is authorized to access the Emergency Alert System (EAS—formerly Emergency Broadcast System, EBS). Your County Director can provide guidance, planning models, home study courses, and workshops on emergency management. The County Director also hosts periodic Local EMA Director Meetings to keep the local directors provided with up-to-date information.

Emergency response is handled at the local level whenever possible. The law requires the political subdivisions of the State to use all their available resources to the maximum extent possible to minimize loss of life and damages to public and private property in an emergency. When the resources of local government, the private sector, and volunteer agencies are inadequate, or it is evident they will be exhausted, a request for assistance is made through normal mutual aid avenues. When these resources are also exhausted, the County EMA Director is notified and a request for additional aid is made to meet any unmet needs. The County Director is available to coordinate interjurisdictional assistance.

If an emergency is beyond the capabilities of both the locals and county involved, the County Director contacts the Maine Emergency Management Agency (MEMA) with requests for State assistance. MEMA maintains an Emergency Operating Center (EOC) and full time staff. The center and offices are located in the basement of the State Office Building in Augusta.

MEMA coordinates the allocation of State resources and may coordinate activities between counties. In an emergency, representatives of key response agencies meet in the MEMA Emergency Operating Center (EOC). If the Governor declares that a state of emergency exists, additional State resources become available. When these resources, combined with the local and county resources, are inadequate, MEMA requests assistance from neighboring states, and/or the Federal Emergency Management Agency (FEMA).

FEMA provides day-to-day guidance and assistance to the State. In an emergency FEMA personnel can assist with coordination of resources from other States and development of a request for a Presidential Declaration of Disaster. Following a declaration, they work with the State in the delivery of recovery assistance.



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### 3. LOCAL EMA DIRECTOR'S ROLES AND RESPONSIBILITIES

As the EMA Director for your community, you work for and are responsible to the elected officials. Local elected officials are assisted in their efforts to provide a viable emergency management capability by the coordination of the MEMA Director. The State EMA Director is responsible for assuring that effective EMA programs exist at all levels of government in Maine.

The duties and responsibilities of local EMA Directors are outlined in Title 37-B and are summarized as follows:

1. The local EMA Director is appointed by the municipal officers of the jurisdiction. The director may not be one of the executive officers or a member of the executive body of the jurisdiction. However, the director may be a town manager or the town's administrative assistant. A director may be removed by the appointing authority for cause.
2. The director of each local organization will meet with the MEMA Director or the agency's representative (usually the County Director), in order to review the performance of the local EMA organization in carrying out its federal and state mandate and to jointly set new goals for the coming year.
3. Each EMA in the state, in consultation with MEMA, will prepare and keep a current disaster emergency plan for the area subject to its jurisdiction. That plan will include without limitation:
  - An identification of disasters to which the jurisdiction is or may be vulnerable, specifically indicating the areas most likely to be affected;
  - Actions to minimize damage.
  - Identification of personnel, equipment, and supplies required to implement the preceding actions, to include procedures for accessing these resources.
  - Recommendations to appropriate public and private agencies of all preventive measures found reasonable in light of risk and cost; and
  - Other elements required by MEMA rule.

All planning must be coordinated with the hospitals in the jurisdiction. (Although not defined by law, MEMA also recommends that planning be coordinated with airports, major industries, and volunteer agencies such as the Red Cross.)

4. The director of each local civil emergency preparedness organization shall, in collaboration with other public and private agencies within the State, develop or cause to be developed mutual aid arrangements for reciprocal civil emergency preparedness aid and assistance in case of a disaster too great to be dealt with unassisted. These arrangements shall be consistent with the state civil emergency preparedness program, and in time of emergency it shall be the duty of each local EMA to render aid in accordance with these agreements. All agreements are subject to the approval of the MEMA director.

State law also says that each County or Regional EMA organization will receive the support and cooperation of the municipalities within its jurisdiction. (Chapter 13, Title 37B, § 781, paragraph 2.)



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## **JOB DESCRIPTION**

### **LOCAL EMERGENCY MANAGEMENT DIRECTOR**

#### **DEFINITION:**

Under the direction of the chief executive(s) of the community, plans, organizes and directs the Emergency Management programs for the jurisdiction; acts as the community manager's representative on all Emergency Management matters; and coordinates activities of the local Emergency Management Agency (EMA) with other local agencies having Emergency Management responsibilities.

#### **TYPICAL DUTIES:**

- Directs the planning, organizing and carrying out of local Emergency Management activities, conferring as necessary with the County and State Emergency Management Agencies and with neighboring local Emergency Management agencies to assure that its activities are an integral and coordinated part of the overall County, State, and National programs.
- Keeps the chief executive(s) fully informed on all Emergency Management matters and acts as his/her representative in dealing with other governmental and private organizations concerned with Emergency Management.
- Directs a public information program to keep all residents of the local jurisdiction informed about EMA activities.
- Establishes, maintains, and runs an Emergency Operations Center.
- Directs a training program to prepare the Emergency Management organization for emergency operations. Attends Emergency Management training courses and workshops.
- Secures and maintains information regarding facilities and resources of the local jurisdiction and of neighboring mutual aid jurisdictions for use in emergency situations.
- Attends Local EMA Director's Meetings sponsored by the County EMA, and provides the County EMA with reports and/or local information.
- Advises the chief executive(s) of needs of the EMA; prepares the agency budget.

#### **GENERAL REQUIREMENTS:**

- Initiative and imagination.
- Knowledge of the structure, functions, and interrelationships of State and local governments.
- Knowledge of the methods of organization, planning, management, and supervision.

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- Knowledge of the background and objectives of the Federal, State, County, and Local Emergency Management programs.
  - Ability to deal effectively with State, County, and other local government officials.
  - Ability to evaluate situations and exercise good judgment in making decisions.

#### BENEFICIAL EDUCATION AND EXPERIENCE:

- High School Diploma or GED

A commitment to a continuing education and training is crucial to the director's effective management of the community's EMA program.

- Military or civil emergency response experience.
- Other useful skills/knowledge:
  - Administration
  - Communications
  - Disaster relief/recovery
  - Emergency Management
  - Emergency services
  - Hazardous Materials
  - Management/Supervision
  - Media relations
  - Public speaking
  - Public Safety
  - Understanding of county and local government
  - Writing-plans, procedures, checklists, formal correspondence

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## IV. HAZARD ANALYSIS

In order to begin the disaster planning process and to determine what type of and how many resources will be required to handle emergencies in your jurisdiction, you must first determine which threats exist.

The Maine Emergency Management Agency has developed a workbook to assist you in completing your community's ***hazard vulnerability analysis***. This process evaluates the threats that are likely to confront a locality. The use of this workbook provides a common base for performing the analysis, and ensures uniformity among all Maine's community assessments.

The ***history*** of the frequency and severity of past disasters is important in hazard analysis. If a certain kind of disaster occurred in the past, we know that there were sufficiently hazardous conditions to cause the catastrophe. Unless these conditions no longer exist, or unless they have been substantially reduced, a similar disaster may happen again.

History, by itself, must be used with caution. The fact that a specific incident has never occurred in an area does not necessarily mean that there is no hazard or disaster potential. The whole technical/social framework of a community changes rapidly and new hazards may be created without these changes being recorded as a historical event. Hazardous materials facilities, dams, nuclear plants, or other technological development must automatically be added to a community's hazard list.

The "maximum threat" of a hazard is known as the ***worst case scenario***. In determining it, the community's Emergency Manager will assume both the greatest potential event and the most extreme impact possible (e.g., the crash of Air Florida Flight 90 into the 14th Street Bridge in Washington, D.C. during takeoff in a snowstorm at the height of the rush hour). Knowledge of the impact of a hazard's maximum threat upon a community allows the emergency manager to be aware of the community's utmost needs in preparedness for protection of life and property. "Maximum threat" is expressed in terms of human casualties and property loss. In addition, secondary consequences need to be estimated whenever possible.

***Probability*** is the likelihood that an event will occur. It can be expressed as the number of chances per year that an event of specific intensity, or one greater, will occur. Probability is also referred to as "risk".

***Vulnerability*** describes the number of people and the amount of property at risk should an event occur.

Each community has its own special mix of factors that should be described and analyzed in terms of vulnerability. The impact of potential hazards not physically located in the community—such as being located downstream of an unsafe dam, or being within the risk area of a neighboring hazardous materials facility—should be included in your hazard vulnerability assessment.

In determining its vulnerability to hazards, a community's EMA Director should consider more than the obvious risks to lives and property. Businesses, jobs, and municipal tax revenues may also be at risk. The municipality must be prepared to bear part of the added cleanup and repair costs, even if disaster funds are received, these costs are probably not fully reimbursable under federal disaster relief programs.

Vital facilities and population groups of special concern can be identified in vulnerability descriptions.



Some important *special needs* classifications to consider are:

PEOPLE		PROPERTY	
At home:	Aged Children Non-English Speaking Individuals with Disabilities	Vital Facilities:	Emergency Facilities Transportation Systems Hospitals Utilities Dams Residences Stores and Warehouses Offices and Factories Business/Government Inventories Farm Crops Shopping Malls Schools Prisons
In Institutions:	Schools Hospitals Prisons Group Homes		
In Transit:			
At Work			

The following chart shows some hazards that have been identified in Maine. Your community planning team may determine that some of these do not apply to your community, or they may identify additional hazards.

#### HAZARDS POSSIBLE IN MAINE COMMUNITIES

NATURAL	TECHNOLOGICAL
Avalanche Blight/Infestation Drought Earthquake Erosion/Coastal Erosion Flood: Riverine Flash Urban Hurricane/Tropical Storm Landslide Subsidence Tornado Wildfire Winter Storm (Severe)	Civil/Political Disorder Demonstration Economic Emergency Hostage Incident Riot Strike/Lockout Sabotage Armed Conflict Weapons of Mass Destruction Dam Failure Epidemic Hazardous Materials: Fixed Facility Hazardous Materials: Transportation Highway Rail Pipeline River Port Air Power/Utility Failure Radiological Incident: Fixed Facility Radiological Incident: Transportation Transportation Incident: Passenger Air Rail Highway Water Urban Fire

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## 5. RESOURCE IDENTIFICATION

Once the hazard analysis has been completed, the resources needed to respond to the known risks must be identified, compiled, and listed. Emergency response resources available to the community include personnel, special structures, equipment, and supplies. These resources may belong to government, business, fraternal, or public service groups.

Developing a resource list with input from all sectors of the community is essential to the planning process. Knowing what resources are available to the community during an emergency allows the Local EMA Director to complete a *capability assessment* for his community.

Deficiencies can be cataloged, and sources capable of furnishing these *unmet needs* can be identified in a predisaster period. Local government does not usually have the capabilities to meet all needs; effective response must be a coordinated effort between the private and public sectors as well as involvement from the county, state, and federal governments.

The municipal Emergency Management Director is the catalyst that brings all of the elements of the community together to plan for needs, commit available resources logically, and coordinate resources during all the phases of a disaster.

Close contact with your County Emergency Manager on response and shelter resource database development is recommended.



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## 6. PLANS AND CHECKLISTS

Maine law (Title 37B MRSA Chapter 13) requires a Comprehensive Emergency Management Plan for each town. Concern for the health and safety of Maine's citizens is the basis for that law. Every town should have at least a simple Emergency Operations Plan (EOP).

MEMA recommends that these EOPs contain descriptive information and assign responsibility for each element of emergency planning. These elements are:

**Basic Plan:** This is an overview of Emergency Management functions. It includes the Hazard Vulnerability Assessment Report that details the hazards that threaten the town.

**Functional Sections or Annexes:** Each should describe generically how these functions are performed in the community.

**Alerting and Warning:** How the responders and public are notified.

**Direction and Control:** Who is in charge and how the response is controlled.

**Emergency Services:** A description of Emergency Services available within the community and from mutual aid or contract communities. (Includes police, fire, emergency medical, etc.)

**Emergency Public Information:** Procedures and public safety information that must be communicated to the public in an emergency.

**Evacuation:** Information and procedures to move citizens out of areas of potential impact.

**Shelter:** Where community citizens go in an emergency; procedures used to set up and maintain the facility.

**Resource Management:** A listing of equipment and other assets needed during an emergency, and the procedures for their distribution.

**Radiological Protection:** How to respond to an incident involving radioactive material; the source could be a fixed facility such as a hospital, or a transportation accident.

**Damage Assessment:** How information about the cost of the damage incurred in an emergency is collected and reported.

**Disaster Assistance:** How applications are made for assistance, and how assistance is distributed to victims.

**Hazard Mitigation:** How damage from expected emergencies, identified in the basic plan, can be minimized or eliminated.

Any special requirements for a particular hazard should be addressed in **Hazard Specific Appendices** that

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are attached to each annex.

MEMA makes available to all County EMA Directors a generic county plan model. This sample plan makes it easier to develop an effective plan in the proper format. The model can be easily adapted for use at the local level.

If you feel that the long plan with functional annexes is too ambitious for the needs of your community MEMA also has developed a shorter "checklist plan model" intended for use by smaller communities. Copies of both of these model plans may be obtained from your County EMA Office.

Every municipal plan in the State should be reviewed and updated by the EMA Director annually, and fully updated at least every four years.

### **Exercising the Plan**

Completed plans should be tested on a regular basis. The emergency response agencies and hospitals, airports, some HazMat facilities, and other special needs facilities in your area also have exercising requirements for their certification. Your coordination of these exercises so that as many requirements as possible are met with each exercise will save your community valuable time, money, and resources.

Emergency Management exercises are used:

- to promote preparedness;
- test or evaluate emergency operations, policies, plans, procedures, or facilities;
- train personnel in emergency response duties; and
- demonstrate operational capability.

Exercises consist of the performance of duties, tasks or operations similar to the way they would be performed in a real emergency. However, the exercise performance is in response to a simulated event.

Critiques of the exercise often result in the necessity to improve sections of the plan.

Help is available from the State and County EMA staffs in developing, designing, executing, and evaluating exercises.

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## LOCAL EMA DIRECTOR'S CHECKLIST

### Preparedness Phase Actions:

- ☐ Set up the planning team
- ☐ Assist agencies in the development of SOPs
- ☐ Develop Emergency Operations Plan
  - ✓Identify hazards that could impact community
  - ✓Assess vulnerability to these hazards
  - ✓Identify lines of succession for elected officials and emergency response agencies
- ☐ Establish an Emergency Operations Center
- ☐ Talk to the County EMA Director about procedures to access the Emergency Alert System
- ☐ Establish a 24-hour community warning point and fanout system
- ☐ Develop written Mutual Aid Agreements
- ☐ Inventory available resources
- ☐ Assess community's capability to respond to the hazards that could affect the community
- ☐ Appoint key EOC Staff
- ☐ Train EOC Staff
- ☐ Establish an exercise program schedule

### Response Phase Actions:

- ☐ Start and maintain an event log: include date, time, persons reporting, key information, factors weighed, and decisions reached
- ☐ Implement the local emergency plan
- ☐ Provide public warnings
- ☐ Brief Elected Officials regularly
- ☐ Activate and staff local EOC
- ☐ Test and activate communication equipment
- ☐ Designate a Public Information Officer
- ☐ Remind staff to keep complete logs of actions, financial records, and calls
- ☐ Notify the County EMA Director regularly of:
  - ✓EOC Activation
  - ✓Status of Emergency
  - ✓Unmet needs
- ☐ Notify:
  - ✓Amateur Radio RACES Groups
  - ✓American Red Cross Chapter
  - ✓Volunteer Groups
  - ✓Social Service Agencies
  - ✓Local Hospital
  - ✓Media
  - ✓Special Needs Groups
- ☐ Conduct regular staff briefings
- ☐ Check weather forecast, high tide information, current conditions, etc.

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- ☐ Coordinate the mobilization of community emergency response resources
  - ☐ Gather situation reports from response groups at the disaster site
  - ☐ In consultation with EOC Emergency Response Agency Liaisons and Elected Officials assess the need for:
    - ✓Evacuation
    - ✓Shelter
    - ✓Emergency Feeding
    - ✓Medical Care
    - ✓Law Enforcement and Security
    - ✓Other Emergency Units
    - ✓Road/Street Clearance
  - ☐ Evaluate need for outside assistance
  - ☐ Assess need for establishment of a curfew
  - ☐ Ensure that Law Enforcement has set up patrol of evacuated areas and restricted access
  - ☐ Verify all information received
  - ☐ Schedule regular media briefings or press releases

### **Recovery Phase Actions:**

- ☐ Release outside assistance, including volunteers
- ☐ Ensure the return of borrowed or rented equipment and supplies
- ☐ Reduce or remove restrictions in disaster area
- ☐ Mark a map of the community to show damage sites and types of damage
- ☐ Estimate damages to public facilities, and the cost of public personnel services in the repair and clean up in these categories (Use Form 7):
  - ✓Debris Removal
  - ✓Emergency Measures
  - ✓Roads/Streets/Bridges/Culverts
  - ✓Water Control Facilities
  - ✓Public Buildings
  - ✓Private Nonprofit Facilities
  - ✓Other, such as Parks or Recreational
- ☐ Identify the effects of damage on people and delivery of essential public services, determine:
  - ✓Number dead, injured, missing, homeless
  - ✓People needing shelter, food, or clothing
  - ✓Number in shelters
  - ✓Number evacuated
- ☐ Collect information to determine damages to:
  - ✓Private residences
  - ✓Business and industry
  - ✓Farms
  - ✓Schools
  - ✓Hospitals, nursing homes
- ☐ Report this information to your County EMA Office by phone. Mail or FAX Maine Damage Assessment Form 7 to the County EMA. Report severe damages *as soon as you know of them*, even if you cannot make a good cost estimate. This will alert County and State officials that a major problem exists in your community.

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- ☐ Request State/Federal Assistance through the County EMA Director if necessary
  - ☐ Photograph as much damage as possible, for documentation
  - ☐ Maintain records of labor, equipment, and materials used in disaster response
  - ☐ Participate with Federal/State/County Preliminary Damage Assessment Team

If a **Presidential Declaration** is received:

- ☐ Receive notice of Presidential Declaration of Disaster
- ☐ Meet with State and Federal EMA representatives at an Applicants' Briefing to complete an *Application for Assistance Form* for federal assistance
- ☐ Provide space for Disaster Assistance Center (DAC), if needed
- ☐ Provide a representative at DAC

**After each disaster operation:**

- ☐ Assure proper notification of relatives of victims
- ☐ Ensure debris clearance
- ☐ Activate decontamination, if applicable
- ☐ Keep public informed
- ☐ Obtain crisis counseling for victims and responders
- ☐ Critique community's response to the disaster
- ☐ Prepare report for official records
- ☐ Update/revise emergency plans

### **Mitigation Phase Actions:**

Review factors that could be improved to lessen the impact of a similar disaster. Consider:

- ☐ Building codes
- ☐ Use of Disaster/Flood insurance
- ☐ Land use management
- ☐ Risk mapping
- ☐ Location of homes and businesses
- ☐ Statutes/Ordinances
- ☐ Public Education

Note: Emergency phases may overlap





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## 7. RESPONSE OPERATIONS

Efficient disaster response depends on a strong, organized, and visible government. Effective communication among the community's policy makers and all response agencies creates better protection of lives and property.

To ensure that the various departments and organizations in the local community will effectively communicate with each other and the citizenry, it is necessary to designate a place for this to happen. Therefore, each community needs an Emergency Operations Center (EOC). The EOC is the physical location where the major decision-making officials and the response organizations come together to communicate. The EOC is a focus for community confidence when disaster strikes.

To use the expertise and decision-making capabilities in the EOC effectively requires accurate and complete information about the disaster. Within the EOC, there needs to be a means of obtaining and disseminating this rapidly changing information. This is accomplished by each response agency assigning a liaison to the EOC.

The liaison does not direct the response but interacts with the other agency representatives and explains to the elected officials what is happening and why. For example, the fire department liaison, who understands the capabilities and the needs of the fire department, explains why certain actions have been done, or why the Fire Chief is requesting particular equipment. The liaison and the representatives from the other agencies will remain in communication with their field units at the emergency scene, and report the status of the event to the policy making group. In this way, the members of the governing board can wisely allocate resources, make decisions, and be up-to-date on what is happening. The various agencies will also know what the other agencies are doing and how those actions may affect their own department's efforts. Ideally, the staff in the EOC will be able to anticipate problems and recommend solutions to the elected officials before citizens are affected.

The complexity of the EOC will vary with the size of the community, its needs, and its assets. In some counties, and at the state level, elaborate computer equipment located in dedicated complexes can be manned twenty-four hours a day. In smaller municipalities, the EOC might consist of a map and a copy of the plan in a municipal building. In any event, the following needs should be considered:

- Proximity or accessibility to the seat of government.
- Adequate space and ventilation for all persons expected to be present.
- Communication with the disaster scene, and with EOC's in other communities, and the next higher level of government.
- Emergency lighting and power.
- Visual displays, maps, and status boards.
- Sanitary facilities, food and water supplies for periods longer than a few hours.
- Protection from the hazards (i.e., EOC not located in a risk area)

Your town may not be able to meet all of these suggested standards. Some compromises may have to be made. But, considering the requirements, usually a facility that can be available during emergencies and for training will probably be found.

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Equipping the EOC need not be a major task. The primary furniture needed will be a conference table and chairs. Harder to amass is sufficient communications equipment so that all EOC personnel can contact their forces in the field, and make other necessary outside contacts. The more communication systems available in the EOC, the better it will serve you.

EOCs used by municipalities across the State include areas specially created to serve as EOCs, existing conference rooms in government centers, training rooms in fire stations, or recreation rooms in other community buildings. All have advantages and disadvantages. You must decide what is best for your community.

After a facility is designated and equipped, it is necessary to recruit and train the staff. The size of the EOC staff is dependent on the municipality and the threats that face it. Some communities have a staff of only four persons; others have staffs of a dozen or more. The practical limit on the number of persons in the EOC is based not only on availability of space, but also on the communications equipment available. An important part of the planning process is deciding which agencies should have representation in the EOC. Some types of emergencies may not require every staff member to be present, or it may become necessary to call in additional outside experts to assist for the duration of the emergency.

While in the activated EOC you must be accessible to the media and the public. Media briefings or press releases need to be scheduled on a periodic basis. The designation and training of a staff member to serve as the community's Public Information Officer (PIO), establish relationships with local media, handle rumor control in the EOC, and draft press releases will save time and help the elected officials convey a professional presence while delivering emergency public information.

The following chart shows how the staff may be divided into groups that represent different functions:

#### RESPONSE STAFFING

<i>Policy Group</i>	Directs and controls emergency operations. Makes decisions. This Group includes: elected or appointed officials.
<i>Coordination Group</i>	The EOC staff and liaisons: the emergency management director, the police and fire representative, public works/road commissioner, and the public information officer. Others you may want to consider are the health and medical advisor, environmental protection, evacuation/shelter officer, and radiological protection officer. They receive reports from the field, monitor communications, and forward status reports to the Operations Officer in the EOC and their respective agencies in the field. This Group includes staff from communications and dispatch, volunteer groups, logistics, and procurement personnel.

<i>Operations Group</i>	Incident Command. Field Service Chiefs. They are responsible for their agency's emergency operations. They carry out the decisions of the policy makers and coordinate with the EOC. They ensure that policies and procedures are carried out.
<i>Response Group</i>	On-line personnel and equipment designated to execute the SOP's. They control the emergency, protect lives and property, and monitor hazard conditions. They operate under the direction of their own department chiefs and the incident commander.

When recruiting the staff to be assigned to the EOC, you should consider the possible need for 24-hour operations, which would require a complete second shift.

After the staff is trained, they are ready to practice EOC operations. This can be done through a graduated series of training exercises. Self-paced tabletop exercises will familiarize staff members with their responsibilities and with methods for communicating within and out of the operations center. These practice sessions (exercises) can be escalated as staff proficiency increases.

Throughout the emergency the **entire** EOC Staff must:

- Document all emergency events, what decisions were made and the reasons they were made.
- Sign an EOC sign-in sheet with the time entered.
- Register all volunteers along with their addresses, phone numbers, assignments, and time worked.
- Keep logs of telephone, and other messages, both incoming and outgoing.

Documentation must be faithfully completed throughout the activation. These records should be retained as legal documents in case of litigation. Receipts of all disaster related expenses and damage reports should be kept for possible reimbursement, and as a part of the historical record of the event.



Volunteers are considered to be agents of the municipality and enjoy the same privileges and immunity as other municipal employees. Volunteer personnel require the same (or more) screening, training, supervision, and documentation as do full time paid employees.

If you ever have any doubts regarding liability, or any legal question, consult with your town's legal counsel. Don't hesitate because you think your question would be a nuisance. Your town's attorney would much rather answer a question before a disaster than be required to represent you in court after one.

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## 8. DAMAGE ASSESSMENT

As soon as possible after an emergency, local damage assessment should begin. The standard MEMA Form 7, *Damage and Injury Assessment Report* should be used to send damage information to the County EMA Director. It identifies the crucial information needed from each community. (A copy of this form should be included in Appendix A. Call your County Director if it is missing.)

Only the Governor can request a federal disaster declaration after certifying the expenditure of state, county, and local funds and damage. The state will assume most of the responsibility for seeking federal assistance. Local governments will be responsible for providing County EMAs with the necessary documentation to support the request for federal aid.

*The most common reason for failure to obtain federal reimbursement for eligible costs is lack of adequate documentation.* Documenting a disaster simply means providing evidence or proof of what happened. Expenditure records, time logs of town employees' work schedules, and photographs of the damage should also be preserved. Photographs of the damage provide the most conclusive evidence. Take pictures of the damage, the repair work, and completed restorations. **You cannot take too many pictures.**

There is often an amount of damage per site that must be exceeded in order to be considered eligible for Federal Assistance. This amount may vary, so verify this trigger amount for each event. The 1998 figure was one thousand dollars.

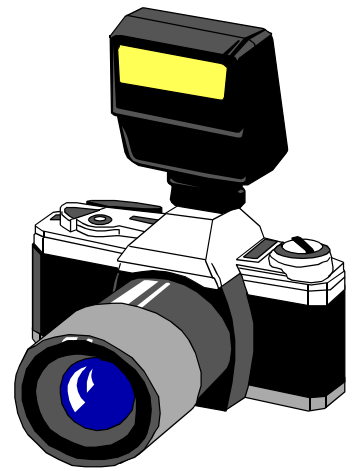
If damage assessment has been approached in a systematic way, costs will be well documented. Federal and state agencies require an audit trail from the approval of the expenditure to the canceled check, and conclusive proof that the work was completed.

You will have good documentation if you:

- Take pictures of damage and repairs.
- Take notes on damages and repairs.
- Clip and file press reports.
- Record all expenditures including overtime costs, and work schedules.
- Get all others to do the same.

The EMA Director cannot effectively do all damage assessment. Put together a team to assist you. Trained observers will be a big help when you need to assess damage. Assessors from the municipal tax office or appraisers from banks, savings and loans, or real estate offices can be used. Also fire departments and insurance companies sometimes have experienced damage assessors. Your Road Commissioner will know the costs of culvert replacement and road repair. The damage estimates will be more reliable if the estimators are familiar with conditions before the emergency. When exact figures are not available, reasonable estimates should be used.

The Form 7 information should be reported (via telephone, radio, or computer modem) to your County



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Emergency Management office **as soon as possible**. Do not necessarily wait for the entire form to be completed. Partial reports are acceptable, with updates relayed as information is gathered. You should verbally submit a complete report *within 24 hours of the request for information* from your County EMA or the Maine Emergency Management Agency (MEMA). Then mail, hand deliver, or fax a copy of the form to your County EMA office.

The purpose of doing the damage assessment is to determine if assistance is needed and what type of assistance is required. Your assessment may be the basis for a Presidential Disaster Declaration. Eligibility for federal assistance is usually determined by the cumulative amount of damage gathered from Form 7 information received from communities all over the state. Your information, even though it may seem insignificant by itself, may be enough to put the total damage figure above the amount needed to allow the State to request federal assistance.

You should not wait for a call from your county director to start collecting damage information. Whenever damage has occurred, it is up to you to be certain that the County EMA is aware of it. **Damage reporting should be routine—don't wait to be asked.**

Workshops are given periodically to train local damage assessment teams on how to fill out the Form 7. Call your County EMA Director to schedule training for your local team.

A sample copy of Form 7 and instructions are included as Appendix A of this handbook.

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## 9. DISASTER ASSISTANCE

When the jurisdiction is affected by a disaster, local officials must respond immediately to provide lifesaving operations, restore vital services, and provide for the human needs of those affected by the emergency. Sometimes local jurisdictions can manage the situation without further assistance, but often the county or state is asked to supplement local resources. State response can range from coordinating and providing state aid following local government's request, to requesting federal help. If a major disaster occurs, local government officials should be prepared to ask for additional aid by going through EMA channels to the County EMA Director.

When conditions warrant, based on local situation reports, the Governor declares a *State of Emergency*. MEMA, acting on requests from the county, will dispatch personnel and resources from State agencies to the disaster area to assist in the response and recovery effort. If it appears to MEMA that federal assistance will be required, the Federal Emergency Management Agency (FEMA) will also be alerted to the situation. FEMA may also dispatch representatives to the area.

Local government officials will then work with federal, state, and county personnel in an expanded assessment of damage to your area. Out of this joint assessment will come an estimate of the types and extent of federal disaster assistance that may be required.

Federal, state, county, and local governments must work together in any major emergency. The emergency assistance system is based on each level of government assisting the next lower level when it is overwhelmed by the scope of destruction caused by a disaster.

If your initial damage assessment results in the need for resources beyond your capability, the County EMA Director should be notified immediately. He/she will contact MEMA to relay requests for aid the County cannot fill. All State resources assigned to local disaster recovery remain under the control of the State. **Local damage assessment, the report to the County EMA Director, and the request for assistance are the responsibility of the Local EMA working through the County EMA.**

A governor's request for a declaration can result in three responses from the federal government, each with a different form of assistance. The federal government could:

1. Issue a presidential declaration of a MAJOR DISASTER which would free all the resources of the federal government for assistance.
2. Issue a presidential declaration of EMERGENCY which would focus on specific assistance needed to supplement state and local efforts to save lives, protect property, public health, and safety; or lessen the threat of future disaster.
3. Provide DIRECT ASSISTANCE from various federal departments through their own emergency or normal programs without a presidential declaration.

If the President declares an EMERGENCY or MAJOR DISASTER, a Federal Coordinating Officer (FCO) will be assigned to coordinate federal assistance. The governor will appoint a State Coordinating Officer (SCO), usually the MEMA Director. The SCO is the main liaison between the FCO and State,

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county, and local officials. Once on the scene, the FCO is responsible for an initial appraisal of needed assistance. The FCO is also responsible for coordinating all the federal agencies and programs involved in assistance.

The ***Robert T. Stafford Disaster Relief and Emergency Management Assistance Act*** provides for federal assistance to state and local governments after a disaster. It provides for the declaration of a disaster by the President, the appointment of coordinating officers, and the utilization of federal resources in the disaster area. The law directs the President to assist states in developing plans and preparing programs for disaster response and mitigation. The Stafford Act has public and private provisions.

*Individual Assistance (Human Services)* are also covered by the Act. The *Temporary Housing Assistance* and *Individual and Family Grant* sections of the law provide federal assistance for private individuals affected by the disaster. Housing may take the form of vouchers to pay rent in unaffected buildings, or prefabricated or mobile homes. Other provisions may include: grants to individuals, food stamps, small business loans, direct distribution of food, legal services, unemployment compensation, emergency public transportation, and crisis counseling.

All of the above are dependent on a Presidential Disaster Declaration, and on appropriate demonstration of need. When the disaster does strike, federal and state disaster workers will establish a Disaster Assistance Center where citizens can go for help. FEMA also sets up toll-free telephone lines for assistance applications.

A **Disaster Assistance Center (DAC)** may be set up. Such a center is usually staffed with federal, state, county, and local officials, as well as representatives from the private relief organizations. A DAC is a "one-stop" center because it is designed to bring representatives from various assistance agencies together under one roof. The establishment of a DAC makes it much simpler for disaster victims to get the assistance they need. Getting assistance to individual disaster victims is the first priority in the recovery effort.

Examples of the types of assistance for which individuals may apply are listed below. Please note that not all people are eligible for all types listed.

- Temporary housing
- Unemployment payments
- Low interest loans to individuals, businesses and farmers
- Food stamps
- Individual and family grants
- Legal services
- Crisis counseling
- Veterans' assistance
- Agricultural assistance
- Income Tax counseling
- Red Cross services

Not all of these services are always physically represented in the DAC, but when a representative from the program is not in the DAC, telephone numbers and instructions on how to apply for those services will be made available.



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*Public assistance (Infrastructure support)* is available to state, county, and local governments. Under a presidential disaster declaration, project applications may be approved to fund a variety of projects including: clearance of debris; emergency protective measures; repair of roads, etc.; repair or restoration of water control facilities; repair and replacement of public buildings and equipment; repair or replacement of public utilities; repair or restoration of public facilities damaged while under construction; repair or restoration of recreational facilities and parks; and repair or replacement of private nonprofit education, utility, emergency, medical and custodial care facilities, including those for the aged or disabled.

The following assistance may be available **without** a Presidential Declaration:

- Tax Refunds
- Repairs to Federal Aid System Roads
- Economic Development & Adjustment Assistance Grants
- Watercourse Navigation: Protection, Clearing, and Straightening Channels
- Watershed Protection
- Emergency Loans for Agriculture
- Emergency Conservation Program
- Disaster Loans for Homeowners and Business
- Health and Welfare
- Dept. of Defense Predeclaration Emergency Assistance
- Search and Rescue
- Flood Protection
- Voluntary Agency Assistance

The private relief efforts of the American National Red Cross, the Salvation Army, the Mennonite Disaster Service, and others, are coordinated in Maine by the Maine Volunteer Organizations Active in Disasters (VOAD) Chapter. VOAD helps to distribute the available resources from all the VOAD member agencies to the areas of greatest need.

What does a community expect after an emergency or disaster? Frequently, the local residents do not know exactly what type of local, county, state, or federal aid to expect. However, they do expect their local officials to be totally familiar with all available assistance programs.

Disaster assistance programs and the criteria used to determine eligibility to benefit from these programs is constantly changing. It is important for the local EMA Director to stay up-to-date and to be aware of the current status of these programs.



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## 10. HAZARD MITIGATION

**Hazard mitigation** is the ongoing effort to lessen the impact disasters have on people and property. Mitigation projects keep the same damage from occurring every year. Actions under hazard mitigation include zoning to prevent development in a known hazard area, the establishment of municipal construction codes, participation in the National Flood Insurance Program and its Community Rating System, Community Comprehensive Planning, improving road drainage, and moving buildings out of a hazard zone.

Hazard Mitigation is the main thrust of FEMA's disaster recovery program. Federal mitigation assistance following a disaster include technical assistance for planning and identifying hazard mitigation projects, and the funding (up to 75%) of those projects which are approved by FEMA. Fifteen percent of federal public assistance disaster funds are earmarked for Hazard Mitigation projects.

As government affects our daily existence in so many ways, it is easy to forget that one of its principal purposes is to enable us to live in a relatively safe environment. People expect their public officials to remain watchful for situations which may jeopardize the general welfare. The responsibility to determine what constitutes adequate levels of emergency service rests with the jurisdiction's elected leaders. Establishment of emergency service organizations, their support, and operation are major means by which local officials can mitigate the effects of a wide range of potential emergencies.

A number of mitigation objectives can be achieved through predisaster planning. The planning process creates an awareness of hazards which has a much longer lasting effect than the short-lived consciousness which typically follows an actual disaster. A predisaster plan not only sets the stage for successful implementation of hazard mitigation measures, but also can guide local decision makers in their routine involvement with land use and development matters.

Although mitigation activities are generally recognized as highly desirable, the rate of accomplishment in implementing them is often disappointing. Technical obstacles, limited budgets, and community apathy often serve as roadblocks to successful mitigation. Typically, only after the cost of responding to repeated incidents involving loss of life and property becomes unacceptable, does attention turn to mitigation.

The key to successful mitigation lies in breaking the cycle of destruction, rebuilding, and destruction again. It is your job as EMA director to refute the assumption that the consequences of natural hazards are as inevitable as the events themselves. While mitigation can't prevent a disaster from happening, positive actions can be taken to reduce your vulnerability to its effects. What you and your elected officials do to abate disaster losses is limited only by your collective imagination and perseverance.

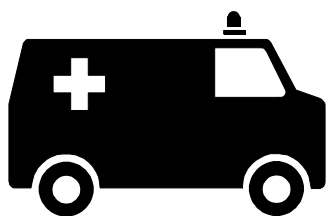
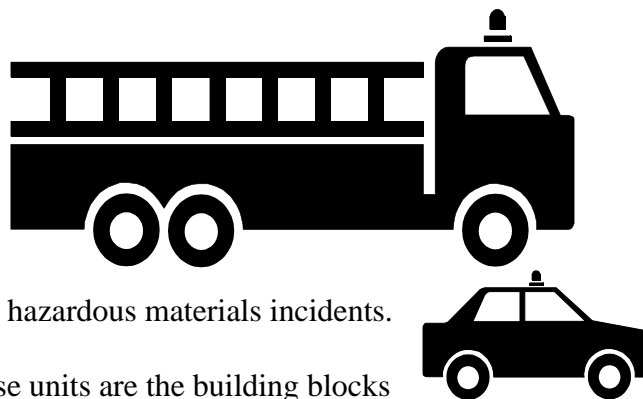


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## 11. TRAINING

Whether paid or volunteer, everyone involved in emergency response groups must be trained in a broad range of emergency procedures. The training required for emergency response units continues to increase, due in part to Federal regulations, industry safety requirements, court decisions, and the need to keep up with increasingly complex environmental demands.

MEMA's training division provides training to all emergency responders and EOC personnel. Fire response training is available through Maine Fire Training and Education, the National Fire Academy, and private contractors. Police training is available at the Police Academy in Waterville. Ambulance personnel are trained under Maine Emergency Medical Services criteria. OSHA sets guidelines for the training of the emergency response personnel who respond to hazardous materials incidents.



Your emergency response units are the building blocks of a well planned emergency disaster preparedness program. Developing relationships and operating procedures with them daily will provide smoother emergency response to disasters.

### **Emergency Management Training Available**

*Individual Study Courses* are available that can be completed at home. These are highly recommended to get an overview of specific subject areas. More are being developed all the time. These courses are an excellent way to begin and continue your Emergency Management education. Some are:

- IS-1, *Emergency Program Manager: An Orientation to the Position*
- IS-2, *Emergency Management, U.S.A.*
- IS-3, *Radiological Emergency Management*
- IS-5, *Hazardous Materials: A Citizen's Orientation*
- IS-7, *A Citizen's Guide to Disaster Assistance*
- IS-8, *Building for the Earthquakes of Tomorrow*
- IS-120, *Orientation to Community Disaster Exercises*
- IS-195, *Basic Incident Command System*
- IS-275, *The EOC's Role in Community Preparedness*
- IS-393, *Introduction to Mitigation*

MEMA also offers several courses for local EMA Directors, EOC staff members, and local response personnel interested in sharpening their emergency management skills. Some courses that have been given in the past and are planned for the future are:

- *CAMEO-All Hazard*
- *Community and Family Response Training*
- *Decision Making and Problem Solving*
- *Developing Volunteer Resources*

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- *Disaster Response & Recovery*
  - *Emergency Planning*
  - *Exercise Design*
  - *Exercise Evaluation*
  - *Hazardous Materials Contingency Planning*
  - *Incident Command System*
  - *Incident Command System/EOC Interface*
  - *Introduction to Emergency Management*
  - *Leadership and Influence*
  - *Natural Hazards Mitigation*
  - *Radiological Monitoring*
  - *Radiological Response Team*

These classes are usually provided at no cost to the student. MEMA may furnish lodging, and some meals. These arrangements frequently change; please check the specifics for any class you are interested in.

Upcoming courses are listed on the back page of the MEMA *Messenger*, the newsletter for Maine's EMA community. The *Messenger* is published every other month.

Please contact your County EMA Director for more information on available training and for course registration.

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## 12. HAZARDOUS MATERIALS CONCERNS: EMERGENCY PLANNING & COMMUNITY RIGHT TO KNOW ACT

**The Emergency Planning and Community Right to Know Act of 1986**, known as EPCRA, creates a strong working relationship between business and industry and the State, its counties, and municipalities to protect our citizens from the dangers of hazardous materials.

Maine's **Title 37-B, Chapter 13, Subchapter III-A**, which adapts the EPCRA requirements for Maine, requires local emergency planning committees (LEPCs) in each county to develop emergency response plans for local response to accidents at facilities which contain certain hazardous chemicals and along transportation routes. The committees are made up of elected officials, members of emergency response groups, industry representatives, and other concerned citizens who are responsible not only for planning but also for providing information on chemical hazards to the citizens of each county.

EPCRA was designed to address only one specific type of disaster: hazardous materials. The law has several provisions, including requirements for reporting releases of chemicals and requirements for the protection of responders. The Emergency Planning and Community Right-to-Know act has great impact on the EMA community.

EPCRA requires every facility, public or private, which routinely has on hand more than a "threshold quantity" of hazardous chemicals (Two levels: The most hazardous designated as *Extremely Hazardous Substances* or EHS; and the less dangerous *Hazardous Chemicals*) to report the name, amount, and location of the chemical to three levels of government. This requirement may impact municipal swimming pools and waste treatment plants, in addition to most industrial facilities in the state. EHS facilities must develop on-site emergency response plans. If you have an EHS facility in your community, your EOP should be coordinated with their on-site plan.

This act also provides for fees to be paid to the State Emergency Response Fund by facilities which store or release toxic chemicals. The state uses these funds to maintain the MEMA Hazardous Materials program, provide for the resource needs of the LEPCs, and to fund local HazMat training programs for public safety responders.

The activities of the LEPC are overseen by the State Emergency Response Commission (SERC) which is chaired by the Director of MEMA.

A LEPC Handbook has been developed by MEMA for LEPC members which provides information regarding roles and responsibilities of the LEPCs.

Contact your County EMA Director to learn more about your County LEPC and its activities.





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## 13. MAINTAINING A PROGRAM

Emergency management programs provide a very effective insurance policy for your community. However, they do require a degree of attention to keep them working effectively. A budget for expenses, a place to operate from, and the equipment to meet the demands of the community's hazards must be available. The elected officials' support of your town's EMA program is not only necessary but required if it is to be successful.

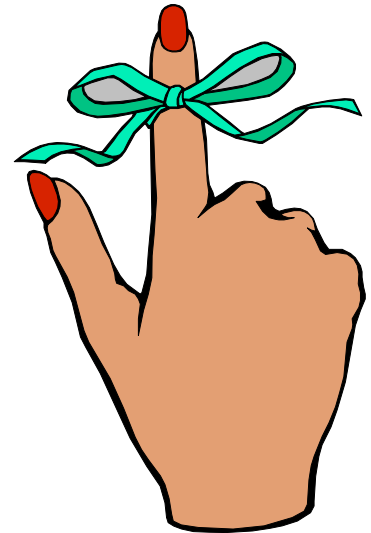
The EOC and its furnishings can often be built for other purposes and converted to emergency management during actual disasters or training exercises. The principal expenses you may face will be personnel costs, training costs, and the cost for effective EOC communications; i.e., radios, phones, and phone lines. Other expenses will be administrative; e.g., supplies, clerical support, postage, etc. If you have a paid Fire Department, remember that the Fire Chief needs a line item in his budget that will allow him to pay firefighters their hourly wages for EMA tests and exercises, as well as actual fire response.

During non-disaster periods, you will be active keeping the plan up-to-date, establishing working relationships with other EMA Directors, emergency services personnel, and the media; working on SOP's and mutual aid agreements; planning and coordinating emergency response exercises; and assuring that all staff and emergency responders are adequately trained.

Here are a few additional things to remember:

- Do give everyone the same sheet of music — a plan.
- Do give your team adequate communications equipment.
- Do give your team an adequate EOC from which to support the community's response groups and decision makers.
- Do give your team periodic training.

An ongoing active EMA program will reflect the level of your community's interest in public safety, and will result in what we all want — better protection for the lives and property of our citizens.





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## Appendix A

# EMA Reporting Forms

Reporting is an important part of the disaster documentation process. Use the following forms when reporting disaster information to the county. These forms are an important part of the official disaster paper trail. This documentation is also used to identify problem areas to justify future mitigation projects, as a historical record of the disaster, for improving your community's disaster response, and to protect against litigation actions. These forms ask for the specific information needed for higher levels of governments' disaster response, the Governor's State of Emergency Proclamation process, and eligibility for the various Federal Disaster Programs. You will be asked to provide additional information in the event of a Presidential Declaration.

**Situation Reporting Form:** To be used as necessary to report the status of the event to the County EMA Director.

**Resource Request Form:** To be used when unmet resource needs exist. All local resources, mutual aid agreements, private and nonprofit resources have been exhausted.

**Damage Assessment Form 7:** To report damage to the county. The first page is for documenting damage to public property. The back page documents damage to private property. Information should be entered on both sides when submissions are made.

**Form 7 - Instructions:** Form must be submitted within 24 of a request for damage information.



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INSERT CURRENT **SITUATION REPORTING** FORM HERE.



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INSERT CURRENT **RESOURCE REQUEST** FORM HERE.





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INSERT CURRENT **DAMAGE ASSESSMENT FORM 7** HERE



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**INSERT COPY OF CURRENT FORM 7 INSTRUCTIONS HERE**



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## Appendix B

### COUNTY EMERGENCY MANAGEMENT AGENCIES

#### ANDROSCOGGIN

Androscoggin Unified  
Emergency Management Agency  
2 College Street  
Lewiston Maine 04240-7101

EOC: Central Fire Station  
45 Oak Street  
Tel: 784-0147  
FAX: 784-0149  
E-mail: plepcema@ime.net

#### AROOSTOOK

Aroostook County EMA  
RR 01, Box 8527  
Caribou, Maine 04736

EOC: Building 5302, Tast Road, Limestone  
Tel: 328-4480  
FAX: 328-4205  
E-mail: akema@ainop.com

#### CUMBERLAND

Cumberland County EMA  
22 High Street  
Windham, Maine 04062

EOC: South Windham (Bunker)  
Tel: 892-6785  
FAX: 892-8617  
E-mail: countyema@aol.com

#### FRANKLIN

Franklin County EMA  
38 Main Street  
Farmington, Maine 04938

EOC: Farmington, Maine  
Tel: 778-5892  
FAX: 778-5894  
E-mail:

#### HANCOCK

Hancock County EMA  
County Courthouse  
60 State Street  
Ellsworth, Maine 04605

EOC: Ellsworth, Maine  
Tel: 667-8126 or 667-3766  
FAX: 667-1406  
E-mail: hkctyema@downeast.net

#### KENNEBEC

Kennebec County EMA  
125 State Street  
Augusta, Maine 04330

Tel: 623-8407  
Cellular: 441-1364  
FAX: 622-4128  
E-mail:

#### KNOX

Knox County EMA  
62 Union Street  
Rockland, Maine 04841

EOC: County Courthouse  
Tel: 594-5155  
FAX: 594-0450  
E-mail: sebkxema@hotmail.com

#### LINCOLN

Lincoln County EMA  
County Courthouse  
Wiscasset, Maine 04578

EOC: County Courthouse  
Tel: 882-7559  
FAX: 882-7550  
E-mail: linctyema@wiscasset.net

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## OXFORD

Oxford County EMA  
County Courthouse  
South Paris, Maine 04281

EOC: County Courthouse  
Tel: 743-6336  
FAX: 743-7346  
E-mail: oxctyema@megalink.net

## PENOBSCOT

Penobscot County EMA  
97 Hammond Street  
Bangor, Maine 04401

Tel: 945-4750  
Roads & Mapping Dept.: 942-8535  
FAX: 942-8941  
E-mail: penema@mint.net  
PISCATAQUIS

Piscataquis County EMA  
51 East Main Street  
Dover-Foxcroft, Maine 04426

Tel: 943-2115 (BUNKER)  
564-2161 (Commissioners Office)  
FAX: 943-5275  
E-mail: pcema@agage.net

## SAGADAHOC

Sagadahoc County EMA  
High Street, PO Box 246  
Bath, Maine 04530

EOC: County Courthouse  
Tel: 443-8210  
FAX: 443-8212  
E-mail: sagma@clinic.net

## SOMERSET

Somerset County EMA  
County Courthouse  
Skowhegan, Maine 04976

EOC: County Courthouse  
Tel: 474-6788  
FAX: 474-0879  
E-mail: ema@kynd.com

## WALDO

Waldo County EMA  
45A Congress Street  
Belfast, Maine 04915

EOC: Congress Street  
Tel: 338-3870  
FAX: 338-1890  
E-mail: woema@agate.net  
WASHINGTON

Washington County EMA  
County Courthouse  
P.O. Box 297  
Machias, Maine 04654

EOC: County Courthouse  
Tel: 255-3931/3521  
FAX: 255-8636  
E-mail: pthomp@juno.com

## YORK

York County EMA  
PO Box 399  
Alfred, Maine 04002

EOC: County Courthouse  
Tel: 324-1578  
FAX: 324-4997  
E-mail: ycema@waveinter.com

# File Contains Data for PostScript Printers Only





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## Appendix D

### ACRONYMS

CA	Cooperative Agreement
DAC	Disaster Applications Center
EHS	Extremely Hazardous Substances
EMA	Emergency Management Assistance or Agency
EOC	Emergency Operations (Operating) Center
EOP	Emergency Operations Plan
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
ICS	Incident Command System
LEPC	Local Emergency Planning Committee
MEMA	Maine Emergency Management Agency
NAWAS	National Alerting and Warning System
NFIP	National Flood Insurance Program
OSHA	Occupational and Safety Health Administration
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Service
REP	Radiological Emergency Preparedness
SARA	Superfund Amendments and Reauthorization Act
SCO	State Coordinating Officer
SERC	State Emergency Response Commission
SOP	Standard Operating Procedures
VOAD	Volunteer Organizations Active in Disasters



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## Appendix E

### REFERENCES

#### State

State of Maine Emergency Operations Plan.

Maine Yankee Radiological Incident Plan, Volumes I through VIII.

Radiological Emergency Response Plan for Seabrook Station, Volumes 1 through 41.

Point Lepreau Nuclear Generating Station Off-Site Emergency Plan.

#### Federal

Objectives for Local Emergency Management, FEMA, CPG 1-5, July 1984.

Principles of Warning and Criteria Governing Eligibility of National Warning Systems (NAWAS) Terminals, FEMA, CPG 1-14, March 1991.

National Warning System (NAWAS) Operations Manual, FEMA, CPG 1-16, April 1992.

Emergency Operating Centers Handbook, FEMA, CPG 1-20, May 1984.

Management Plan for the Radiological Training Series, FEMA, TD-100, October 1993.

A Guide to Federal Aid in Disasters, FEMA 262, April 1995

Digest of Federal Disaster Assistance Programs, FEMA 229(4) November 1995

Hazardous Materials Emergency Planning Guide, National Response Team, NRT-1, March 1987.

1993 Emergency Response Guidebook, U.S. Department of Transportation, DOT P 5800.5.

Guide for Increasing Local Government Civil Defense Readiness During Periods of International Crisis, FEMA, SLG-100, May 1990.

Emergency Program Manager: An Orientation to the Position, FEMA, IS-1, February 1989.

Emergency Management, U.S.A., FEMA, IS-2, September 1992.



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## Appendix F

### AUTHORITIES

#### State

Title 37B, Chapter 13, Maine Revised Statutes Annotated (MRSA), the Maine Civil Emergency Preparedness Act, as amended.

Title 25, Chapter 5, MRSA, an Act to establish the Governor's Emergency Powers.

Chapter 464, MRSA, An Act to Implement, Administer and Enforce the United States Emergency Planning and Community Right-to-Know Act of 1986.

Chapter 638, MRSA, An Act to Amend the Laws Implementing, Administering and Enforcing the United States Emergency Planning and Community Right-to-Know Act of 1986.

Rule to Establish a Hazardous Materials Fee Schedule, 89-343, as amended by 89-507.

Rule to Establish Primary & Secondary Emergency Planning Zones for Maine Yankee, 87-462.

Rule to Establish Dam Safety Procedures, 90-301.

Executive Order #15, FY 86/87 April 13, 1987, to Establish the State Emergency Response Commission.

Executive Order #1, FY 88/89 July 6, 1988. An Order Establishing a State of Maine Emergency Response Team as Part of Maintaining a Comprehensive State Emergency Preparedness Plan.

#### Federal

"The Robert T. Stafford Disaster Relief and Emergency Assistance Act" of 1988, PL 93-288, as amended by PL 100-707.

Public Law 99-499 "Superfund Amendments and Reauthorization Act of 1986, SARA Title III, Emergency Planning and Community Right-to-Know".

National Flood Insurance Act of 1968, Public Law 90-448, as amended by the Flood Disaster Protection Act of 1973, PL-93-234

Flood Insurance Rules and Regulations, Federal Emergency Management Agency, 44 CFR.

Housing and Urban Development Act of 1959, PL-90-448.

Housing and Urban Development Act of 1969, PL-91-152.

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Improved Civil Defense Program, Title V, Public Law-96-342.

Dam Safety Law, Public Law 92-367, July 1972, as amended by Public Law 99-662, Title XII, Section B (passed, but not funded).

Guidance for MSDS, Occupational Safety and Health Administration (OSHA), 29 CFR 1910.1200.

Hazardous Material Training Requirements, Emergency Responders Final Rule, OSHA, 29 CFR 1910.120 (effective March 1990) and Environmental Protection Agency (EPA) 40 CFR Part 311.